



# An Overview of Changes in Managing Innovations

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## *A few definitions*

### **Innovation**

- The result of a process of translating an idea or invention into a good or service that has *value*.
- To be called an innovation, an idea must be replicable at an economical cost and must satisfy a specific need. Innovation includes all processes by which new ideas are generated and converted into useful products.  
[\[Picard R. et al., 2015\]](#), [\[Business dictionary\]](#).

### **Pertinent innovation**

- An appropriate response to a well defined need. Pertinent innovations must provide an incontestable solution for all stakeholders.  
[\[Brunet F. et al., 2015\]](#).

## *A few definitions*

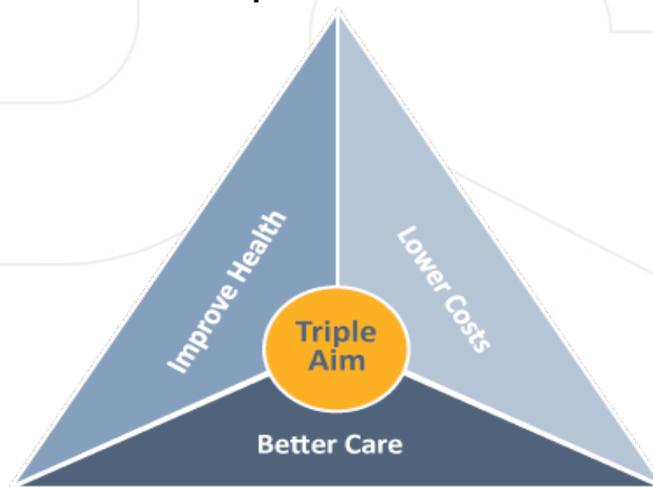
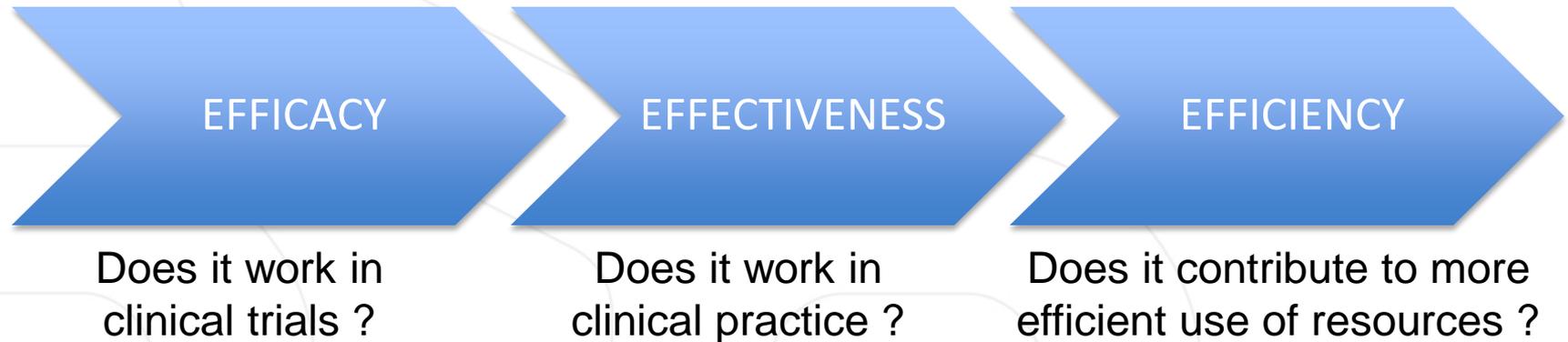
### **Value**

*“Value should always be defined around the customer, and in a well-functioning health care system, the creation of value for patients should determine the rewards for all other actors in the system. Since value depends on results, not inputs, **value in health care is measured by the outcomes achieved**, not the volume of services delivered, and shifting focus from volume to value is a central challenge. Nor is value measured by the process of care used; process measurement and improvement are important tactics but are no substitutes for measuring outcomes and costs.”*

Source: Michael E. Porter, Ph.D.  
N Engl J Med 2010; 363:2477-2481 December 23, 2010 DOI: 10.1056/NEJMp1011024

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## THE TRIPLE “E” OF HTA\*



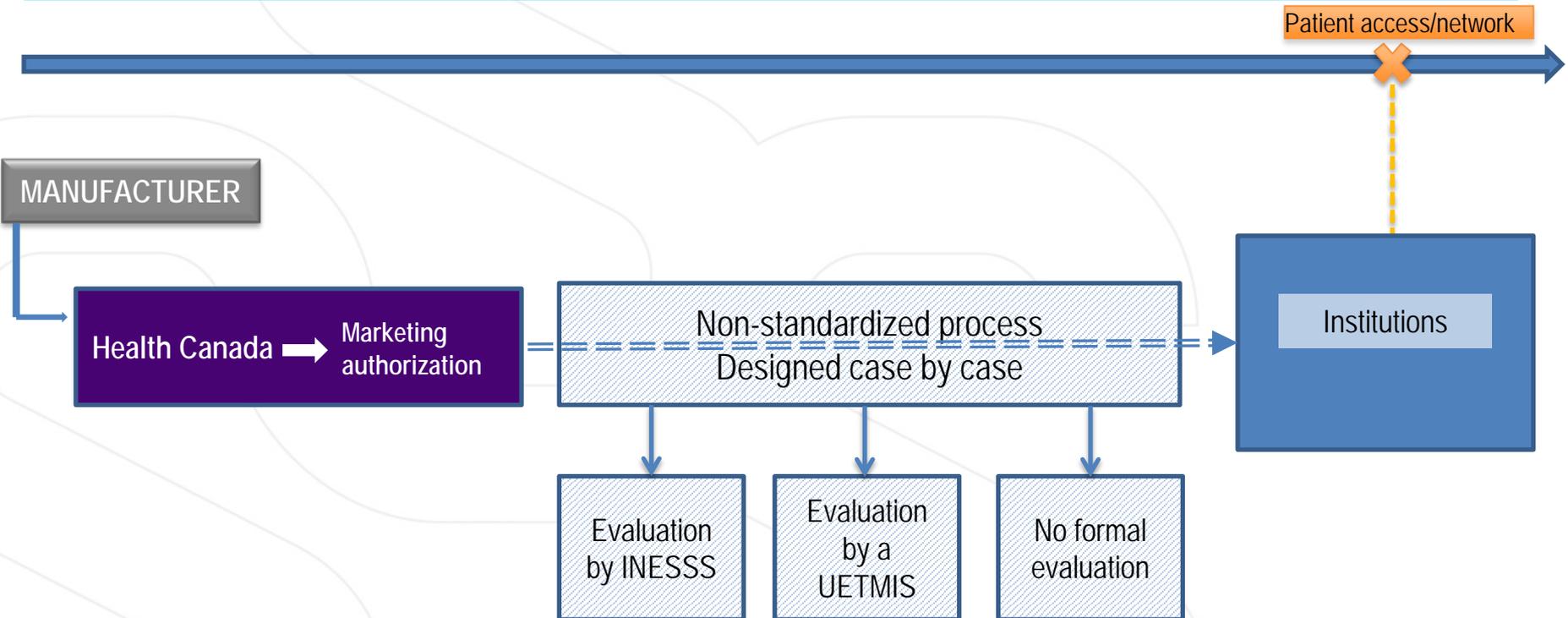
\* Source: Dr. Leeza Osipenko Senior Scientific Adviser, NICE

Abbreviation: HTA: Health technology assessment

## Challenges, Issues, Effervescence

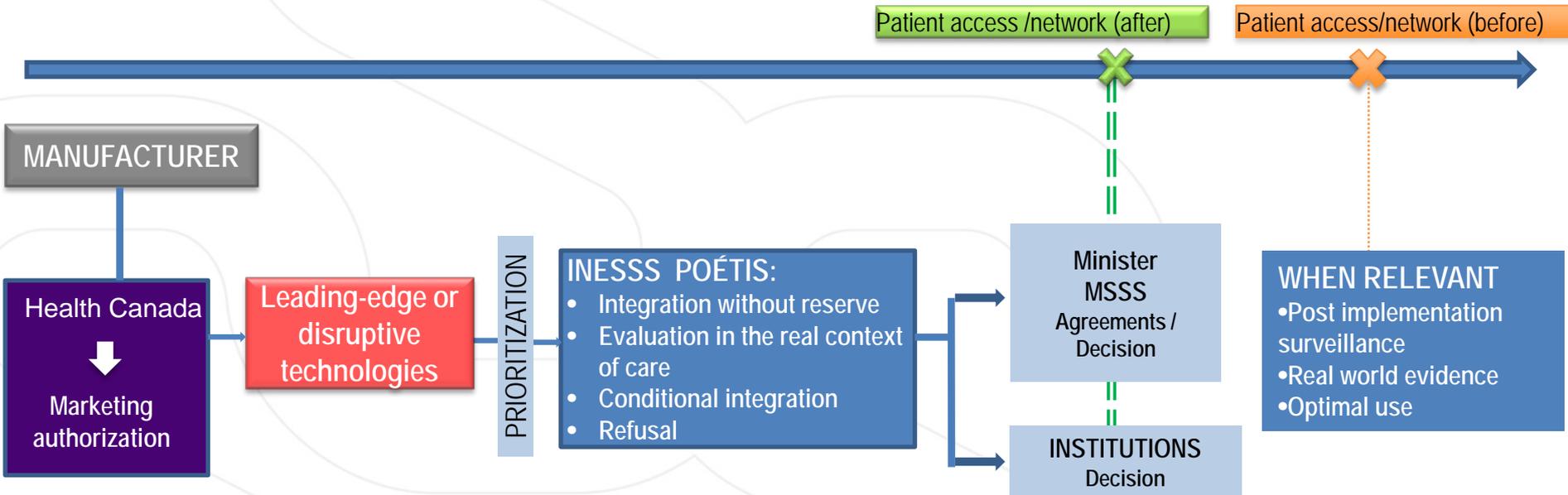
- Significant transformation of the health system
- Many technological developments, very short life cycle
- Natural tendency to want to accelerate the innovation process
  - rapid transition from idea to implementation derailing the demonstration of proof of value
  - and/or quick transition to adoption without considering the challenges of implementation
- Classic HTA model often caught in a “too early, too late” syndrome
- Integration of innovative technologies via multiple sources
  - no formal evaluation process for non-pharmaceutical technologies
- Perception of delayed patient access to promising and effective innovative technologies

## Current process for evaluating non pharmaceutical health technologies



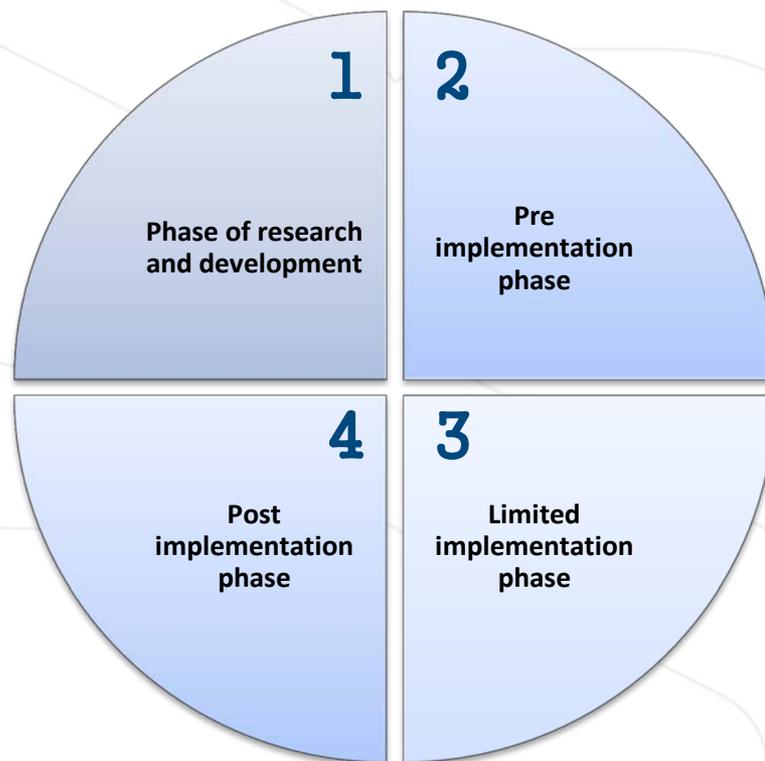
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## Proposed process for evaluating innovative health technologies



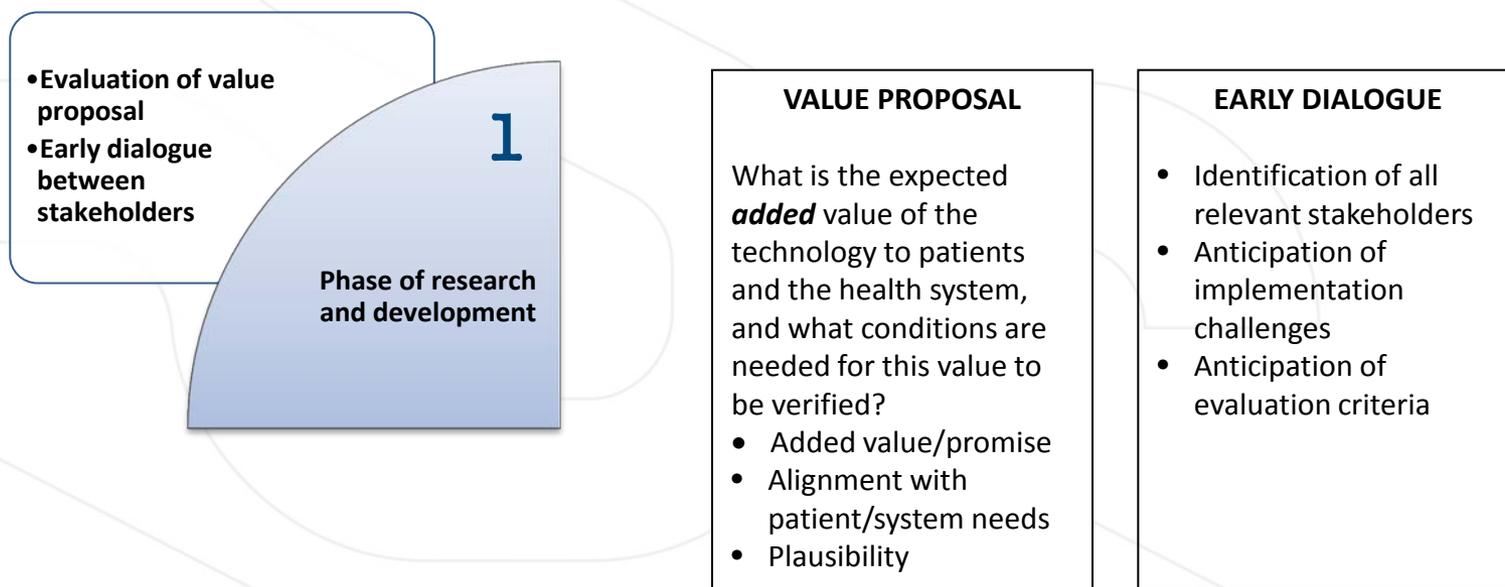
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- **Optimized process for evaluating innovative health technologies**



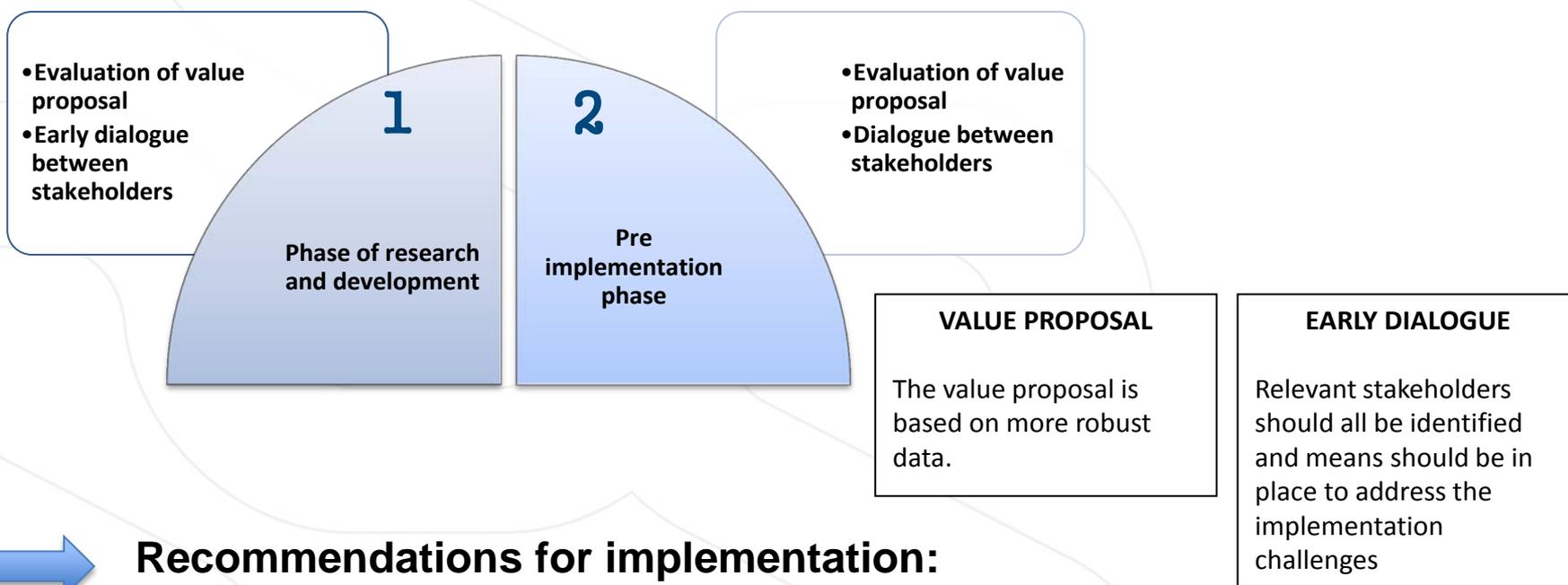
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## ➤ Optimized process for evaluating innovative health technologies



➔ **Evaluation of the potential for impact and implementation**

## ➤ Optimized process for evaluating innovative health technologies

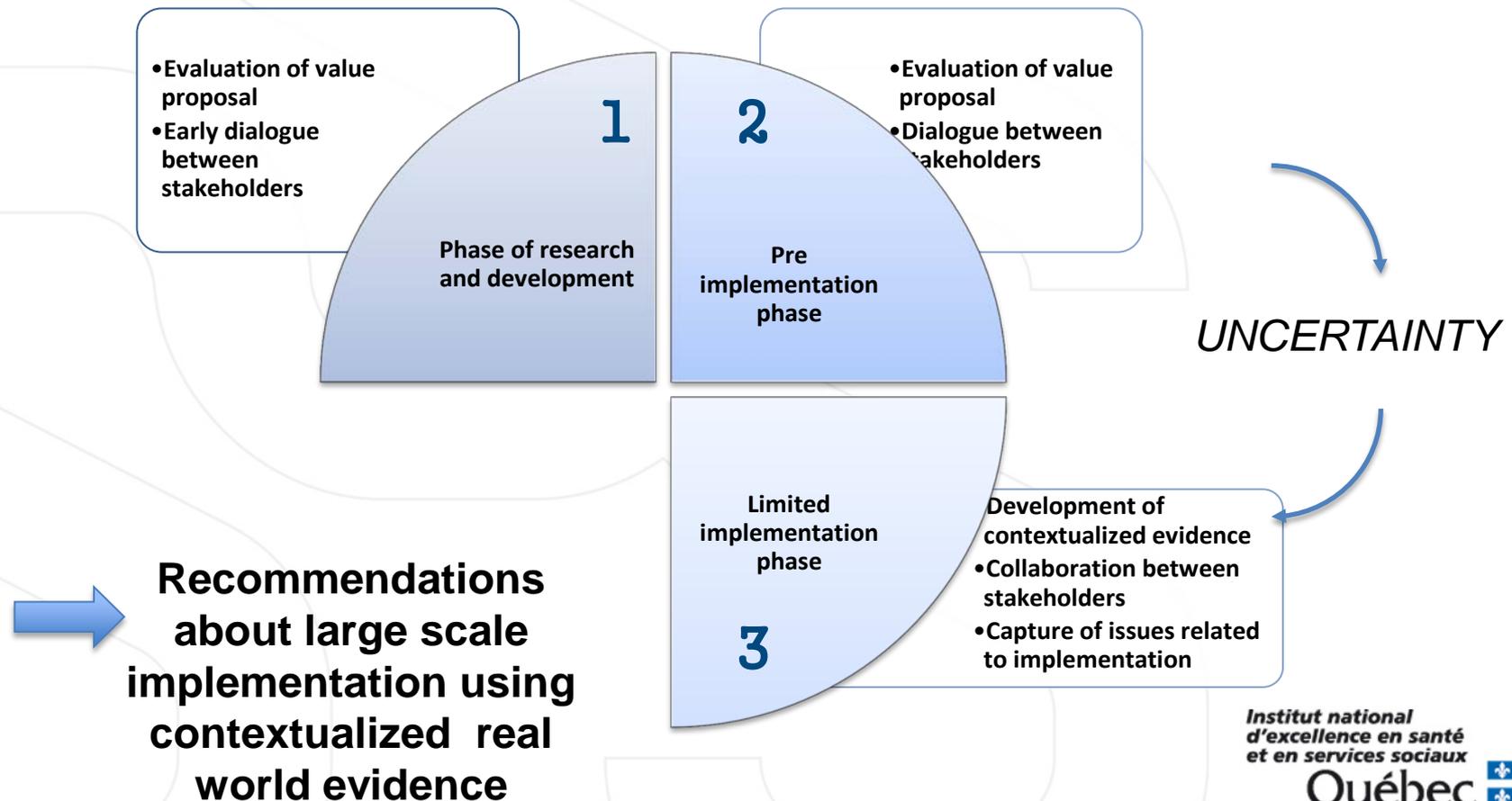


### Recommendations for implementation:

- Implementation without reserve
- Evaluation in the real context of care
- Conditional integration
- Refusal

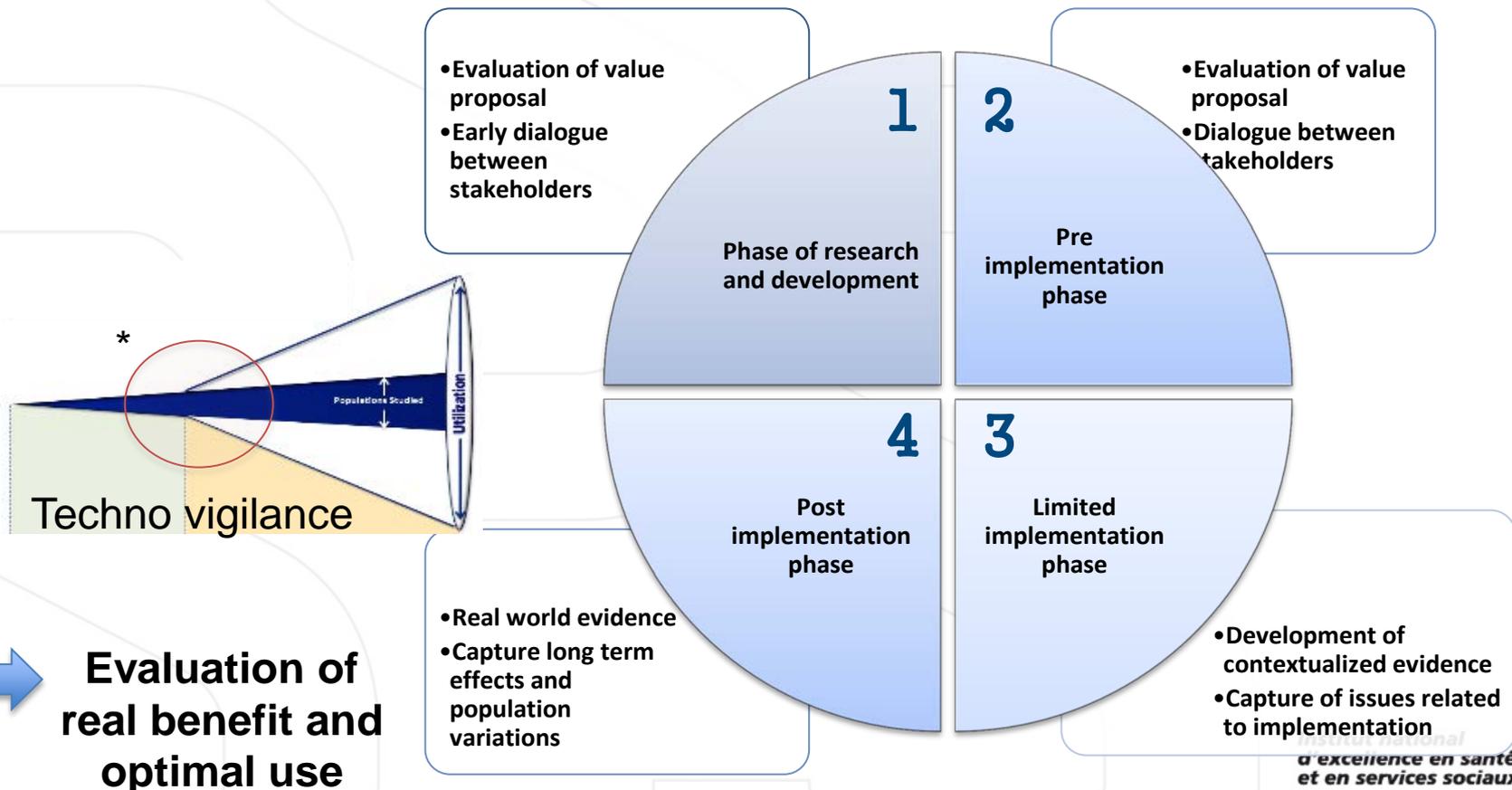
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## ➤ Optimized process for evaluating innovative health technologies



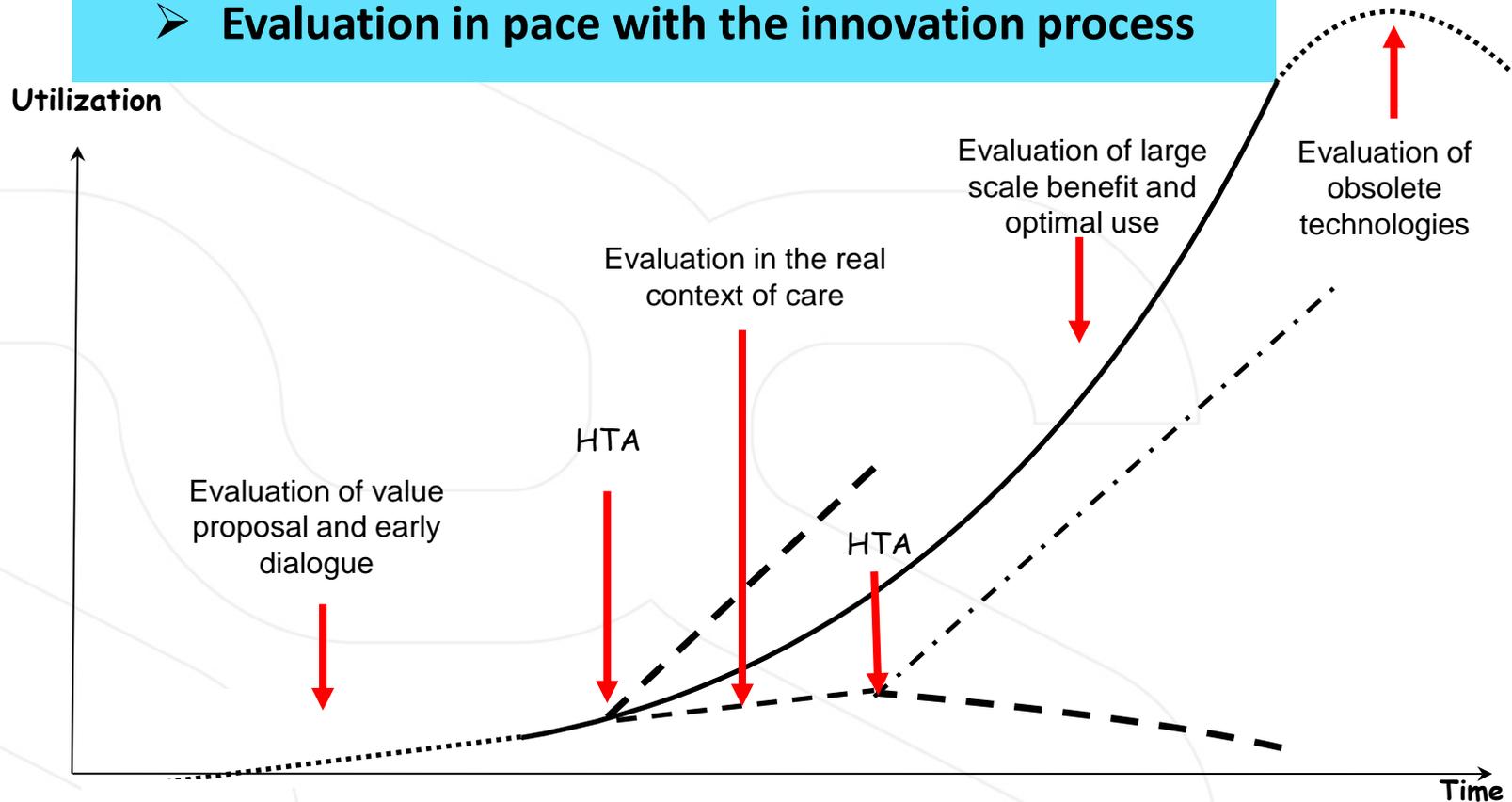
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## ➤ Optimized process for evaluating innovative health technologies



# An Overview of Changes in Managing Innovations

## ➤ Evaluation in pace with the innovation process



<b>Research and development</b>	<b>Pre implementation</b>	<b>Limited implementation</b>	<b>Post implementation</b>	<b>Replacement</b>
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Source: Adapted from the life cycle of innovative technologies, Forum\_évaluation et technologies innovantes (ETI)\_guide\_du\_participant, prepared by INESSS, 2013; Abbreviation: HTA: Health technology assessment.

# An Overview of Changes in Managing Innovations

- **Formalization and systematization of a rigorous evaluation process for innovative health technologies in line with the innovation process**

Research and development

Pre implementation

Limited implementation

Post-implementation

Risk mitigation for:  
- the patients  
- the health system  
- other actors...



**Uncertainty is inherent to technological innovation**

Thank you

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